



Bringing Everyone's Strengths Together

Mayor's Gang Prevention Task Force Strategic Work Plan and BEST Cycle XV Final Evaluation Report FY 2005-2006

Presented to:

**San José Mayor's Gang Prevention Task Force
Department of Parks, Recreation and Neighborhood Services**

By

Community Crime Prevention Associates

October 31, 2006



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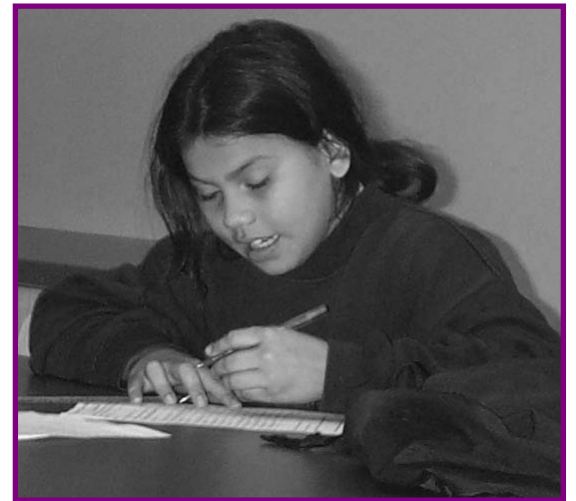
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Community Crime Prevention Associates thanks the BEST Service Providers; City of San José Parks, Recreation, and Neighborhood Services BEST Program Support Staff; and members of the Mayor's Gang Prevention Task Force for their special assistance with this evaluation.

The Evaluators wish to acknowledge Mayor Ron Gonzales and the San José City Council for their leadership in "Bringing Everyone's Strengths Together" (BEST). San José has developed a national model of collaboration and of taking action to improve the lives of a community's youth. Special acknowledgement also goes to Alex Niles and Geralyn Conway for their efforts to coordinate and assist the MGPTF Technical Team.

The Evaluators acknowledge all the people involved in the City of San José BEST Program for their willingness to design a comprehensive intervention model for high-risk youth. The model addresses the thousands of variables that interact in the development of our youths into happy, productive citizens who are successful at home, at school, and in the community.

San José is truly Bringing Everyone's Strengths Together in order to provide opportunities for the healthy development of all of our youth.

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San José Mayor's Gang Prevention Task Force Strategic Work Plan and BEST Final Evaluation Report FY 2005-2006 April 17, 2006

Table of Contents

	Page
Final Evaluation Report	
Section One - Executive Summary	6
Findings at a Glance	15
Section Two - Evaluation of BEST FY 2005-06	19
How to Read the Report	20
EFFORT	25
Funds Spent	26
Staff Funded	28
Customers Served	32
Strategies Conducted	39
Amount and Cost of Service	41
EFFECT	44
Customer Satisfaction	45
Producing Change in Customers	46
Service Quality	51
PERFORMANCE	53
Summary of Efficiency and Effectiveness	55
Service Performance Index	57
RESULTS	61
EVALUATION OF MGPTF STRATEGIC WORK PLAN	92
EVALUATIONS OF BEST GRANTEES	111



Executive Summary of Mayor's Gang Prevention Task Force and BEST Accomplishments

Under the leadership of San José Mayor Ron Gonzales, the City Council continued its support of the Mayor's Gang Prevention Task Force (MGPTF) and the Bringing Everyone's Strengths Together (BEST) Program for Fiscal Year 2005-2006. Their support relied on research that showed that the BEST Program and the Mayor's Gang Prevention Task Force continues to provide public value. Mayor Gonzales and the City Council have continued to focus the BEST Program on maximizing school success, increasing school safety, reducing violence and gangs, and measuring short and long-term results. As such, Cycle XV of the BEST Program used an evaluation design that integrated the previously used logic model with a performance-based evaluation system. The success of the San José BEST program has been due, in part, to the program's focus on harder to serve youth and youth who are out of the mainstream of most community services. The City of San José should be commended for not giving up on some of their most valuable assets — youth out of the mainstream. In the last fifteen years, the BEST Program has expended a total of \$29 million in City and \$27 million in matching funds to deliver 9 million hours of direct service in order to reduce gang activity and violence. The BEST Program and MGPTF should be regarded as one of the reasons why the City of San José is the safest big city in America.

Since FY 1991-92, BEST grantees have spent over \$56 million providing over 9 million hours of direct service to youth in San José to assist them to connect to home, school, and community.

The BEST Program and MGPTF

The BEST Program, which is coordinated by the MGPTF and San José Parks, Recreation and Neighborhood Services, has implemented a comprehensive Strategic Work Plan entitled "Reclaiming Our Youth" that focuses on providing a continuum of services: prevention, intervention, and suppression services. This plan addresses the problems of youth violence and gang activities over time. This report evaluates the MGPTF Strategic Work Plan and the City of San José BEST program.

A plan to reconnect youth to their families, schools, communities, and their futures



Reclaiming Our Youth

Mayor's Gang Prevention Task Force
Strategic Work Plan
2005-2007



Mission

The mission of the MGPTF is stated as follows:

"We exist to ensure safe and healthy opportunities for San Jose's youth, free of gangs and crime, to realize their hopes and dreams, and become successful and productive in their homes, schools, and neighborhoods."

Vision

The vision of the MGPTF is described as follows:

"Safe and healthy youth connected to their families, schools, communities, and their futures."

MGPTF Members Indicate Effectiveness

A survey of MGPTF members in the fall of 2005 and 2006 indicated that the MGPTF is effective. Members indicated that there is room for improvement. The MGPTF Technical Teams' average attendance has grown by 100% and the number of participants who are not BEST funded grantees who participate in the MGPTF has increase by 162% from January 2005 compared to October 2006. The new format and organization shows promise of working. MGPTF continues to show success in building and strengthening relationships among members. Survey responses about the MGPTF effectiveness rating have improved from the fall of 2005 to the fall of 2006.

Table 1

Mayor's Gang Prevention Task Force (MGPTF) Policy and Technical Team members indicated if they agree, somewhat agree or disagree with the following statements:	Agree		Somewhat Agree		Disagree	
	Fall 05	Fall 06	Fall 05	Fall 06	Fall 05	Fall 06
1. MGPTF Policy Team has been effective.	68%	81%	32%	16%	0%	2%
2. MGPTF Technical Team has been effective.	73%	80%	27%	18%	0%	2%
3. My communication with other service providers and agencies has improved because of my involvement in the MGPTF.	68%	80%	28%	18%	4%	2%
4. I have built new relationships and strengthened current relationships by participating in the MGPTF.	78%	87%	18%	11%	4%	2%
5. My involvement in the MGPTF has assisted me and/or my agency to form partnerships with related local, state and national initiatives being implemented in our city. (i.e., Safe Schools, Alternative School Collaborative, Juvenile Detention Reform, Weed and Seed etc.)	61%	76%	32%	22%	7%	2%
6. My involvement in the MGPTF has allowed me to take action with other members to meet needs and solve problems in our city.	60%	69%	35%	29%	5%	2%

Headline Results Continue to Move in a Good Direction with the Exception of High School Drop Out Rates

Why is this Important?

Looking at population results over time allows us to determine how we are doing as measured against indicators of healthy development of our youth. All the indicators are going in a positive direction with the exception of four year high school drop out rates, which have turned the curve in a bad direction since 2002.

The San José MGPTF Strategic Work Plan and BEST's Performance Logic Model Evaluation set as outcome indicators a number of population results to be tracked over time to determine how we, as a community, are doing. These results are derived from the effort, effect, and performance of the whole community of San José in raising healthy children who will have the opportunity to succeed in their lives.

The following population results indicate that San José citizens working together have turned the curve in a good direction as demonstrated by these indicators:

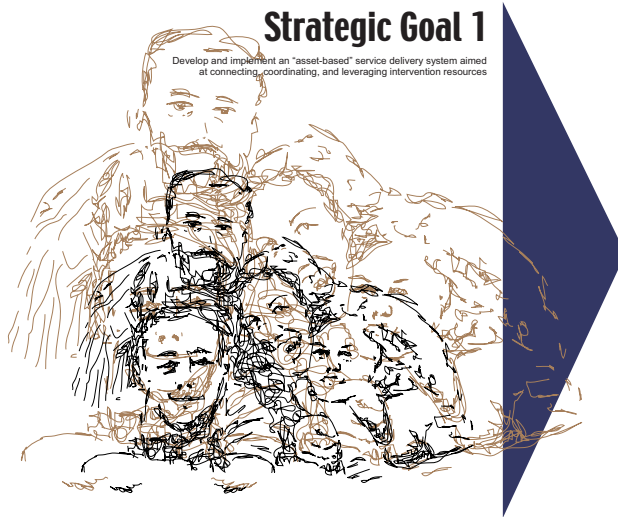
- San José High School CPI Graduation Rate has improved 11% since 1999.
- San José High School students who have completed requirement for UC/CSU have increased by 23% since 1998.
- San José School District API Scores have improved by 12% since 1999.
- San José rate of violent crime per 100,000 youth has decreased by 52% since 1994.
- There has been an 87% decrease in youth referred to CYA since 1996.
- There has been a 59% decrease in youth admitted into Juvenile Hall (J.H.) since 1995.
- There has been a 26% decrease in the number of youth of color admitted to J.H. since 2001.
- There has been a 54% decrease in the number of monthly Juvenile Ranches' commitments since 2001.

The following population results indicate that San José citizens working together have turned the curve in a bad direction as demonstrated by these indicators:

- NCES High School Graduation Rates have stayed the same since 1996. In the last two years the local graduation rates have declined.
- San José High School four-year drop out rates have increased by 71% since 1997 and have increased by 214% since last year. The State of California has experienced an 18% increase in its drop out rate since 2002. In the 2005 school year, 2,430 San José high school students dropped out of school.

MGPTF Strategic Work Plan Goals

The strategic goals of the Mayor's Gang Prevention Task Force (MGPTF) are listed below with a table indicating how the plan is meeting performance goals. An evaluation of the MGPTF Strategic Work Plan is found in this report.



Strategic Goal 1

Develop and implement an "asset-based" service delivery system aimed at connecting, coordinating, and leveraging intervention resources.

Effort Highlights for Last Two Years

- City of San José and County of Santa Clara funded \$23.8 million a year in intervention services.
- Intervention services were effective in producing desired change in customers.
- Attendance at MGPTF Technical Team meetings is up and the new organizational structure is showing promise as a problem solving model.

Table 2

Performance for Strategic Goal 1 for Effect	Result	Met Performance Goal
1. BEST-funded service providers will produce a 70% customer satisfaction rate for youth and their parents.	87% Youth 91% Parents	Yes
2. 80% of youth participants in BEST-funded services will report improved ability to connect with caring adults.	69% Youth	No
3. 80% of MGPTF Tech Team and Policy Team members will report that City-funded services were effective in supporting youth developmental assets.	32% Remarkably Well 51% Quite Well	Yes
4. Staff members of BEST-funded services will report that the level of participation in their communities increased for 60% of youth.	77% increased participation	Yes
5. Youth, their parents/guardians, and staff providing service will indicate, via survey reports, that 60% of youth will meet the target changes in youth development assets because of the services they received from MGPTF services.	Youth 71% Parents 73% Staff 82%	Yes
6. 80% of MGPTF Policy and Technical Team members will report that the MGPTF was effective or very effective.	81% Agree 16% Somewhat Agree 2% Disagree	Yes
7. 80% of MGPTF Policy and Technical Team members will report building new relationships and strengthening current relationships by participating in the MGPTF.	87% Agree 11% Somewhat Agree 2% Disagree	Yes
8. 70% of MGPTF Policy and Technical Team members will report improved communication with other service providers.	80% Agree 18% Somewhat Agree 2% Disagree	Yes
Percent of Performance Goals Met		88%

Strategic Goal 2

Create and implement a standard, citywide Crisis Response Protocol aimed at keeping schools, community centers, and neighborhoods safe

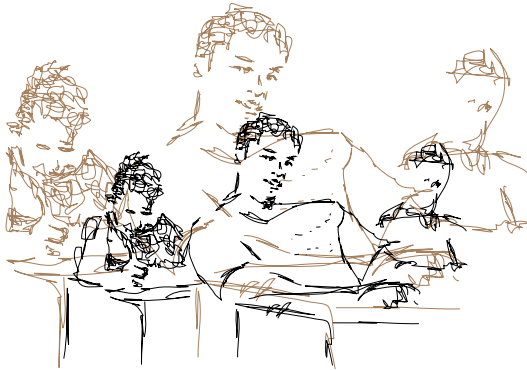


Table 3

Performance for Strategic Goal 2 for Effect	Result	Met Performance Goal
1. Participants in Crisis Response and Code Red Trainings will indicate a 70% customer satisfaction rate with the trainings.	84% Satisfaction Rate	Yes
2. Over 70% of Crisis Response and Code Red Trainings will indicate that participants have increased their knowledge and skills to keep youth safe.	80% Increased Knowledge	Yes
3. The goal is to have 50 "wins" for the year 2006 when the MGPTF takes action to find solutions to problems presented for action at MGPTF meetings.	50 "Wins" and 23 "In Progress" actions taken in the first 9 months of 2006.	Yes
Percent of Performance Goals Met		100%

Strategic Goal 2

Create and implement a standard, citywide Crisis Response Protocol aimed at keeping schools, community centers, and neighborhoods safe.

Effort Highlights

- MGPTF applied for and received a \$246,661 federal grant from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to expand Crisis Response Protocol and Gang Awareness Trainings.
- MGPTF hosted a day-long citywide Safety Summit for schools and community centers that had 418 participants from schools, police, fire, community centers, community based organizations, and other city and county agencies.

Strategic Goal 3

Develop and implement a comprehensive capacity-building strategy aimed at equipping Task Force members with the skills and resources necessary to re-direct Youth



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Develop and implement a comprehensive capacity-building strategy aimed at equipping Task Force members with the skills and resources necessary to re-direct Youth.

Effort Highlights

- 677 staff members participated in the Level One Gang Intervention Training Institute presented by California Youth Outreach in four separate eight-hour trainings.
- 55 staff members participated in Level 2 Gang Intervention Training for four days.
- MGPTF in coordination with the Girl Scouts of Santa Clara County provided training in August 2005 on "How Best to Work with Girls who Join Gangs"

Table 4

Performance for Strategic Goal 3 for Effect	Result	Met Performance Goal
1. Participants in Crisis Response and Code Red Trainings will indicate a 70% customer satisfaction rate with the trainings.	84% Satisfaction Rate	Yes
2. 70% of BEST-funded service providers will build their capacity to work with gang-involved youth by participating in BEST-funded services, professional development services and cross-training opportunities	96% of BEST providers participated in Gang Training with 677 total participants from MGPTF. The day long training had a 90% satisfaction rate and 82% Gang Intervention Service Productivity Score for new skills and knowledge.	Yes
Percent of Performance Goals Met		100%

Strategic Goal 4

Create an education and awareness campaign regarding the risk factors affecting youth and the resources available to them



Strategic Goal 4

Create an educational and awareness campaign regarding the risk factors affecting youth and the resources available to them.

Effort Highlights

- Four Parent Gang Awareness Trainings in each of the San José Police Districts served 239 parent. Four additional parents trainings will happen this fall.
- Numerous articles featured in local newspapers to assist in educational and awareness campaign (19 articles and editorials to date).
- MGPTF co-hosted and presented at State Senator Elaine Alquist's Gang Intervention and Prevention Town Hall Meeting on October 20, 2005.
- MGPTF produced an Inventory of Available Resources and a directory of people to call for services.

Table 5

Performance for Strategic Goal 4 for Effect	Result	Met Performance Goal
1. Participants in parent trainings will indicate a 70% customer satisfaction rate with the trainings.	85% Satisfaction Rate	Yes
2. 70% of parents will indicate that they improved their skills and knowledge about youth and gangs due to their participation in the workshop.	82% indicated improved skills and knowledge	Yes
Percent of Performance Goals Met		100%

Strategic Goal 5

Integrate the City of San José's MGPTF Intervention Strategy with local, state, and national initiatives



Strategic Goal 5

Integrate the City of San José MGPTF Intervention Strategy with local, state, and national initiatives.

Effort Highlights

- Initiatives have been reporting out to MGPTF. MGPTF members are now tracking youth referred to initiatives. BEST grantees are also tracking referral source for their customers.
- Juvenile Detention Reform has reduced the number of youth of color admitted to Juvenile Hall since 2001 by 26% or translated into numbers: 767 less youth of color were not locked up this year compared to 2001, but instead were referred to services in the community.

Table 6

Performance for Strategic Goal 5 for Effect	Result	Met Performance Goal
1. The number of youth referred to local intervention services will be shared at each MGPTF meeting.	3,381 Referrals to BEST Services came from: 5% Police, 13% Juvenile Justice System, 48% Schools, 8% Parents, 21% Self, and 6% Other Referrals from MGPTF Technical Team for 9 months this year are: 795 referrals	Yes
2. MGPTF members will report on the effect of the Juvenile Detention Reform at MGPTF meetings twice a year.	Presented to MGPTF the results of JDR. which indicate that Youth of Color admitted to J.H. has decreased by 26% this fiscal year compared to FY 2001-02. This translates into 767 less youth of color locked up this last year compared to FY 01-02.	Yes
Percent of Performance Goals Met		100%

BEST grantees made a major change in service delivery in last 24 months in response to MGPTF's focus on intervention services

San José continues to be the safest big city in America.

The MGPTF Strategic Work Plan calls for the BEST Grantees to focus on providing gang involved youth with intervention services. This is a change from prior years when BEST's continuum consisted of prevention and intervention programs. This change focused BEST Grantees on providing high risk youth with intervention services, which, generally, cost more than prevention services. New partnerships and capacities are being formed and developed to focus on this new mission for BEST Grantees.

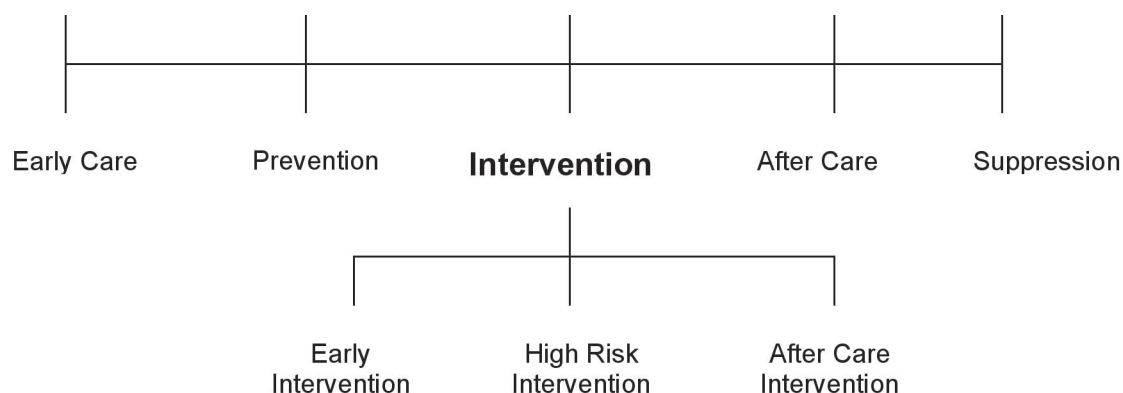
The following is an excerpt from the new strategic plan, *A Call to Action - Reclaiming our Youth - The Mayor's Gang Prevention Task Force (MGPTF) 2005-2007 Strategic Work Plan*. "MGPTF is a collaborative effort involving private citizens, city, county, state, local community-based organizations, youth commissioners, schools, parents, faith community, and local law enforcement. During many hours of meetings and work sessions, stakeholders engaged in candid and impassioned conversations about the best approaches to rescue youth from gang involvement and criminal activity. The most enduring memory of those sessions was the genuine commitment to do what is best for San José's youth made by so many diverse members of the community. With the leadership and support of Mayor Ron Gonzales, these many contributors united behind a plan to positively intervene in the lives of its youth – to 'reclaim' them from anti-social pulls that have disconnected them from their families, schools, communities, and their futures. This plan for the future combines the latest research on successful approaches to healthy youth development with a new strategy to provide more intervention services to gang-involved and disconnected youth. Stakeholders made a clear commitment to reclaiming San José's youth by getting them back into schools, reconnecting them with their families and communities, providing them with a supportive and healthy environment to learn and grow,

and redirect them toward more pro-social behaviors. Ultimately, we envision youth who maintain a sense of responsibility for their actions and accountability to themselves and others."

"For the fourth consecutive year, the Kansas-based research and publishing company Morgan Quitno anointed San José, California as the "safest big city in America." In his press release following this announcement, San José Mayor Ron Gonzales noted: 'Keeping our residents and neighborhoods safe is the result of our continuing investments in an excellent, well-trained and well-equipped police force, a strong commitment to crime prevention, and an effective partnership with all the people in our community to focus on solutions that protect public safety.' --Mayor Ron Gonzales, City of San Jose (11.22.04)"

"The City of San José attributes much of its success in remaining the 'safest big city in America' to the work of the Mayor's Gang Prevention Task Force (MGPTF). The MGPTF, one of San José's leading grass roots initiatives, addresses issues of gang violence, and provides support to gang-involved youth and their families. The MGPTF model brings together the appropriate individuals and organizations to discuss community safety issues. The MGPTF model reinforces the notion that collaborative efforts, spanning a broad spectrum of community partners, helps to ensure that a large number of stakeholders accept responsibility and accountability for the safety, health, and welfare of its youth, families, and communities. Under the auspices and leadership of Mayor Ron Gonzales, the City of San José, the MGPTF, and its partners have renewed their commitment to ensuring the overall safety and health of all the city's youth, as well as to help keep San José the 'safest big city in America. *Reclaiming our Youth - The Mayor's Gang Prevention Task Force (MGPTF) 2005-2007 Strategic Work Plan* reflects this commitment.' (p.2-4)

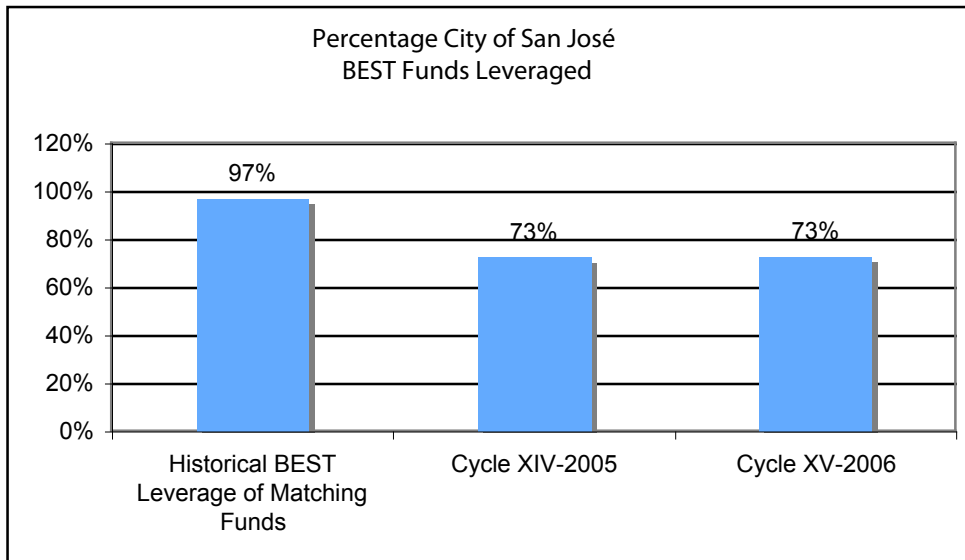
The MGPTF and its members are continuing to coordinate the entire continuum of services from early care to suppression for San José. The BEST Grantees this year are focusing their efforts and effects on intervention services for high risk and gang involved youth.



Amount of Effort Accomplished this Year

1 Each year, BEST funded Service Providers have continued to grow their partnerships with other public and private partners to increase the amount of matching funds they use to expand on their BEST funded services. The previous decline in matching funds indicates that the new focus on intervention may require providers and the city to reach out to some new partners and initiatives. BEST funding this year is 24% below its historic level of match.

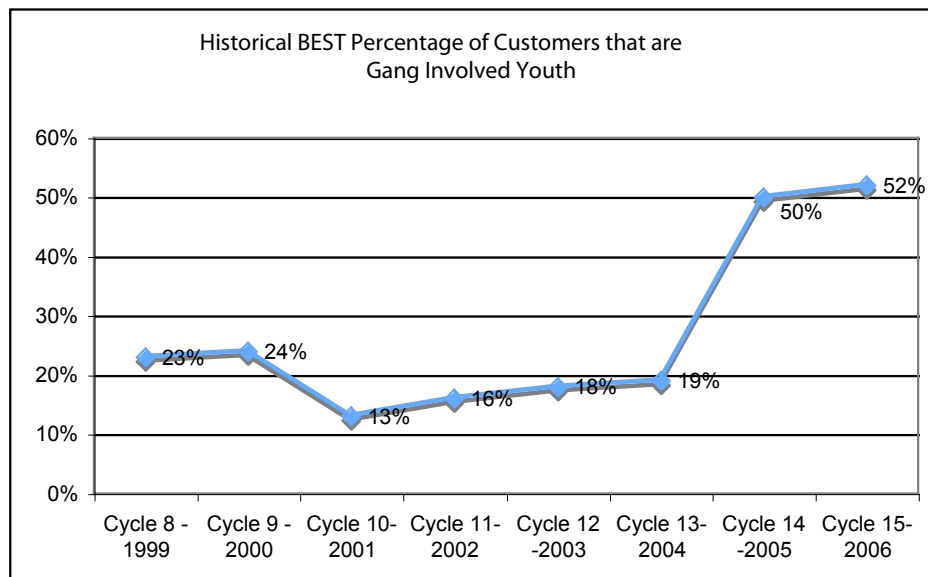
Chart 1



2 Before implementing the new strategic work plan, an average of 19% of BEST customers were gang involved youth. Following the mandate of the MGPTF to focus on intervention services, the percent of gang involved youth customers increased by 174%. This year's BEST customers were 52% gang involved youth.

Chart 2

BEST Grantees were able to increase the number of gang involved youth in BEST funded services by 174% from two years ago.



Why is this Important?

Municipalities across the country are struggling with bleak financial circumstances. The ability to leverage city grant funds is becoming increasingly important. With a highly competitive fundraising climate, BEST grantees must renew their effort to raise funds from private foundations, corporate sponsors, other government agencies, and other donors to match their BEST grant.

Why is this Important?

BEST Grantees were asked to serve and focus more of their services on Gang Involved Youth. These youth are harder to work with than some of the youth they have worked with in the past. BEST Grantees are continuing to establish new partnerships with other groups and initiatives to work with our gang involved youth. Evaluators are impressed with the growth in capacity.

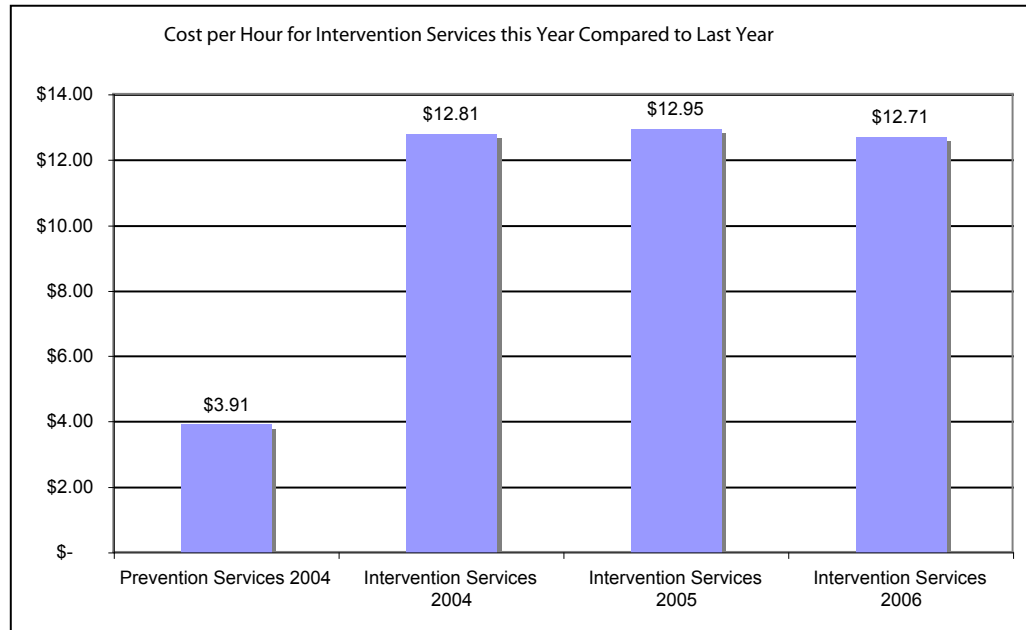
Why is this Important?

San José taxpayers should have some assurance that they are getting a fair deal from BEST grantees. The cost per hour of direct service allows taxpayers to understand how much they are paying for services. Focusing on intervention services has caused BEST grantees' cost per hour to rise, partly because prevention programs, which cost less to offer, are no longer in the mix of BEST services.

Effort—BEST-Funded Services are Efficient

3 BEST's overall cost per hour for intervention programs has decreased by 24 cents an hour from last year's cost, as BEST grantees learn to work with more of the youth in groups and as they build their capacity to work with some of our city's most challenging youth.

Chart 3



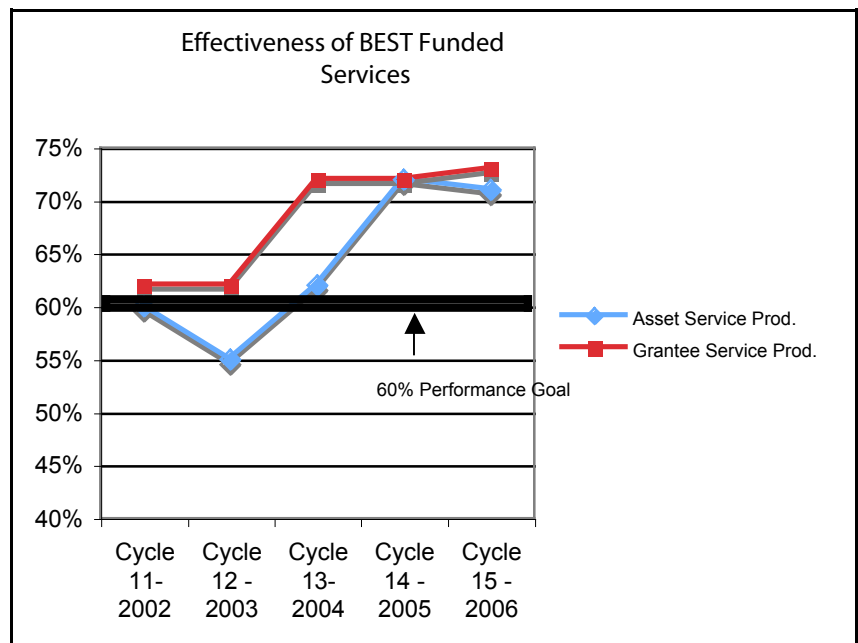
Effect—BEST-Funded Services are Producing Positive Change in their Children and Youth Customers

4 For the third straight year, service providers surpassed the 60% target for service productivity. Service productivity is defined as the growth in new skills, knowledge, and positive behaviors as a result of the youth's participation in services – the measure of effectiveness. Service productivity is the measure of target changes achieved minus the changes missed. BEST providers measure common youth developmental assets (Asset Service Prod.) and each BEST grantee specifies service productivity (Grantee Service Prod.) unique to their services. Both measures of service productivity collectively meet the performance goal of 60%.

Chart 4

Why is this

Important? The cost per hour, or efficiency, must always be interpreted in the context of effectiveness to determine the value of the services provided by BEST Grantees. Effectiveness is a measure of how youth served are better off because of BEST funded services. BEST uses reports from youth, their parents, and the staff serving the youth to determine what new skills and behaviors have been attained or improved. Chart 4 shows the percentage of targeted changes youth customers indicated that they achieved (minus the ones they missed) because of the BEST funded services.



Highlights of BEST funded services for FY 2005-2006

Evaluators picked eleven highlights of this year's effort, effect and performance of BEST Grantees.

Effort of BEST Funded Services for This Year

1 BEST funded 24 contracts for a total of \$4.3 million in funds (both match and city funds). Grantees reported that \$2.5 million of City of San José funds were matched with \$1.8 million to serve San José youths and families. BEST grantees spent a total of \$3.9 million with grantees spending 97% of grant funds and 94% of total funds.

2 BEST leveraged City of San José funds by 73 percent. This leverage needs to grow in the future by working to form new partnerships and initiatives to expand both the impact of the BEST dollars and our community's capacity to provide services to our high risk youth. City staff needs to work with grantees and other partners to integrate BEST funding into other initiatives funded for our high-risk youth.

3 BEST funded grantees served 4,204 youth and parent customers (an unduplicated number) with 316,524 hours of direct service. Each customer received an average of 75 hours of service and \$957 worth of services and care.

4 The average cost per hour of service was \$12.71. This cost has been reduced by 24 cents an hour from last year as agencies build capacity and find ways to conduct more groups and behavioral activities.

Effect of BEST Funded Services for This Year

1 Youth customers gave BEST services an 87% satisfaction rating and parents gave services an 89% satisfaction rating. Both are very good satisfaction rates. (Satisfaction rates can range from 0 to 100%.)

2 BEST funded services were effective in producing positive changes in over two thirds (71%) of the targeted behaviors and skills in their youth customers. Parents indicated positive changes in 79% of the targeted behaviors and skills. The service productivity score is the percent of target changes achieved minus the percent missed.

3 Service quality, a measure of the consistency of services delivered to San José youth customers, has remained at a good level.

Performance of BEST Funded Services This Year

1 This year, 92% of grantees met their contracted service delivery plan and 75% of grantees spent over 95% percent of their contracted BEST grant and matching funds for the year.

2 This year, 92% of grantees met the BEST performance goal for children and youth satisfaction rate of 70%.

3 This year, 88% of grantees met their BEST goal for Youth Asset Development Service Productivity and 83% of the grantees met their Grantee Specified Service Productivity Goals.

4 This year, 100% met their service quality goal and 88% of grantee-formulated questions met the reliability performance goal.



AT A GLANCE - Effort, Effect and Results for This Year

Funding Cycle XV

FY 2005-06 BEST Grants
Annual BEST Grants
\$2,468,242
Annual Contract Budget Match
\$1,802,971
Total Funds for Cycle XV
\$4,271,213
Percent Matching Funds
73%

BEST Performance Logic Model Evaluation System									
Performance Account- ability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XV Answers to BEST Evaluation Questions for FY 2005-2006					Met Perform- ance Goals	
E F F O R T	Inputs	What did BEST spend on services?	BEST Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent	No, just missed goal.	
			\$2,397,033	\$1,627,367	\$4,024,400	97%	94%		
	Staff	Who were the staff providing services?	FTE	Staff	Years Experience	Years Schooling	Male	Female	Yes
			105.6		9.4	15.8	35%	63%	
	Customers	Who are our youth customers?	Total Unduplicated Customers		Male	Female	Level of Youth Developmental Assets		Yes
			4,204		52%	48%	LOW		
			0-5 yrs		6-10 yrs	11-14 yrs	15-20 yrs	Adults (over 20)	
			1%		7%	21%	61%	10%	
			Asian Pacific Americans		African Americans	Latino Americans	Caucasian Americans	Other	
			17%		7%	65%	6%	5%	
			Client At-Risk		Client High- Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member	
			18%		31%	31%	12%	9%	
	Strategies	What service strategies did we conduct?	Case Mgt. and Support Groups		Gang Mediation & Intervention	Outpatient Substance Services	Services for Adjudicated Youth	Domestic Violence Services	Yes
			27%		4%	8%	9%	4%	
			Truancy Case Management		Day Education Programs	Parent Family Support	Community Gang Awareness	Unique Service Delivery	
			3%		32%	11%	2%	0%	
	Activities	How much services did we provide?	Planned Hours of Service for Year	Actual Hours of Service for Year	Percent of Contracted Services Delivered for Year			Hours of Service per Customer	Yes
284,351			316,524	111%			75		
Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds for Year	Actual Cost per Hour Total Funds for Year	Cost per Customer BEST Funds	Cost per Customer Total Funds			Yes	
		\$7.57	\$12.71	\$570	\$957				
E F F E C T	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items)				Average Satisfaction of Parents of Youth (0-100% on 4 items)	Yes Satisfaction > 70%	
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Youth Report of Changes	Parent Report on their Child	Staff Report on Customer	Yes Service Productivity > 60%	
			Asset development changes		71%	79%	85%		
			Grantee selected changes		73%	80%	87%		
	Service Quality and Reliability	Were our services equally effective for all our customers?	Service Quality Score Asset Development Fall 05 Spring 06		Change in Service Quality	Average Service Performance Index (SPI) Score	Percent of Grantees with a SPI Score Over 600	Yes, Quality Score >1	
			2.0 2.2		Improving	633	63%		
	Survey Sample	How many customers did they survey?	RPRA Survey Youth Surveys Parent Surveys Staff Surveys				Total Surveys Collected	Some grantees need to increase sample size	
1,844			2,526	1,584	2,321	8,275			
Results come from the effort and effect of the whole community of San José to raise healthy youth.									
R E S U L T S	Population Results	How are we doing on the indicators of healthy development of productive San José youth?	San José High School CPI Graduation Rate has improved 11% since 1999.					Overall, indicators are down in a good direction. Drop out rates have turned in a bad direction raising 214% since 2002.	
			San José School Districts' API Scores have improved by 12% since 1999.						
			There has been a 54% decline in number of monthly Ranch Commitments since 2001.						
			San José rate of violent crime per 100,000 youth has decreased by 52% since 1994.						
			There has been a 87% decrease in youth referred to CYA since 1996.						
			There has been a 59% decrease in youth admitted into Juvenile Hall (J.H.) since 1995.						
			There has been a 26% decrease in number of youth of color admitted to J.H. since 2001. This equals 767 less youth of color admitted to J.H. in FY 04-06 compared to FY 01-02.						
			San José High School drop out rate has increased by 71% since 1997 and 214% since 2002. In school year 2005, 2,430 youth dropped out of high school.						

CONCLUSIONS

The following section contains the BEST Evaluation Team's conclusions for the BEST Cycle XV Final Evaluation and a review of the MGPTF's Strategic Work Plan. These conclusions are based, in part, on prior BEST evaluations conducted by CCPA:

1. The City of San José MGPTF and BEST Program have been effective in empowering agencies and organizations to develop the capacity to serve high-risk and gang-involved youth.
2. Generally, services for at-risk, high-risk, and gang-involved youth were efficient and effective.
3. A 1999 RAND report quoted in this evaluation calls for California to spend an additional \$9 billion a year to educate our youth. The RAND report estimated that for every dollar spent, \$1.90 would be saved in future societal costs. The RAND report did not factor in the high cost of chronic and violent juvenile offenders. The combination of school success, crime prevention, and intervention programs is a cost-effective strategy for the City of San José.
4. The Evaluators were impressed with the staff of Cycle XV BEST Service Providers. Staff members are highly dedicated to serving the needs of young people, and to treating youth with a high level of respect and acceptance. Project staff members also have an excellent understanding of current research on youth developmental assets. As a result, they have incorporated prevention, risk avoidance, protective assets, and resiliency asset development into their programs. For the most part, staff members are also committed to the BEST evaluation process and have demonstrated their desire to practice continuous improvement.
5. MGPTF members and BEST Service Providers are commended for refocusing their efforts on high-risk and gang involved youth. Policy makers are encouraged to find funding for prevention programs, for in the long run, prevention programs are a more effective use of resources.
6. The Evaluators found that the BEST Program demonstrated continuous improvement in delivering services to at-risk, high-risk, and gang-involved youth. The Evaluators also found that the MGPTF has a model program for delivering important services to high-risk youth through a continuum of prevention, intervention, and suppression programs. City staff and MGPTF members are encouraged to continue demonstrate and disseminate the model they have developed, which incorporates national best practices and the principles of good government as recommended by David Osborne and Ted Gaebler. Staff and task force members should also continue to present the process and history of the Mayor's San Jose Gang Prevention Task Force through regional and national professional meetings.

7. The process used to allocate funds is well organized and produces a high level of cost effective services. The Evaluators encourage the BEST allocation process to be used for other funding streams that target high-risk and gang involved youth and their parents.
8. The Mayor's Gang Prevention Task Force implemented the Strategic Work Plan and have met almost all of the effort and effect performance indicators. The new structure of the MGPTF Technical Team is showing increased capacity to solve problems and take action to assist in keep San José as America's safest big city.

RECOMMENDATIONS

The BEST Evaluation Team recommends the following:

1. The City of San Jose should continue to contract with qualified providers to implement portions of the Mayor's San José Gang Prevention Task Force Strategic Work Plan through BEST Cycle XV funding. Evaluators are recommending that the MGPTF encourage a stronger collaboration between County of Santa Clara and City of San José funded intervention services. City of San José should consider qualifying additional providers in the next year.
2. BEST has renewed its commitment to serving youth that are not currently being served by schools and community programs. Evaluators commend San José for renewing its commitment to serving high-risk and gang- involved youth. This year there was a 174% increase in the percent of gang involved youth served.

The historical strength of the BEST Program has been its ability to compete with gangs to win over the minds of our youth. BEST Service Providers have historically been more successful at recruiting these youth. A youth who is not involved in school and community programs is more likely to be a gang recruit. BEST Service Providers need to continue to find ways to convince these youth that they can have successful involvement in community services and education. BEST needs to continue to assist youth to have hope for the future, to set goals for their success in life, to have high expectations and to meaningfully participate in school, home, and the community. Most importantly, BEST should continue to provide new caring, structuring, pro-social adults in the lives of youth.



3. The Mayor's Gang Prevention Task Force should continue to work with school districts to find methods of recovering Average Daily Attendance (ADA) funds that are lost due to drop-out or truant youth. The closure of Community Schools operated by the Santa Clara County Office of Education and the overall decline of alternative school slots of 34% in the last few years indicates the need for more alternatives and choices than the comprehensive high schools where our high-risk youth have failed in the past. Evaluators indicate in this report the large number of youth who could use alternative schools and transition schools to get youth ready to function in comprehensive schools. The current economic climate with the need to reduce local government spending is another reason to team BEST Service Providers with school districts to recapture lost ADA funds from the State of California, and reconnect youth back into attending school. Evaluators estimate that San José lost 32 million dollars a year in unused funding due to youth reported as having dropped out of school.

The MGPTF Technical Team is currently working together to build a program for youth not attending school that will allow youth to build an educational plan based on an assessment of their current educational success. This is a highly recommended strategy.

We continue to go in the wrong direction to capture the ADA funds for these very hard-to-serve youth. Our school districts are challenged and, too often, overwhelmed by the complexity involved in providing meaningful and successful educational programs for children and youth living with high risk factors. The failure of schools to engage, educate, and graduate these children and youth results in high number of youth "being out on the streets" increasing the likelihood of criminal, anti-social mindsets and behavior. To ignore these youth is a short-sighted strategy on the parts of schools and our community. As a community we need to find a way to work with our school districts to assist them in building small schools in the community that can meet the needs of these youth with vocational and GED type programs. The recent expansion of Community Day Schools and Charter schools is a hopeful development and should be further expanded.

We cannot continue with the short-sighted practice of balancing our state budget by abandoning our youth who are not succeeding in school. The long-term costs for society will go higher. Building new prisons is much more expensive than building the capacity to educate our youth with the greatest needs. Retired Judge Ambler said it best when he stated that ***if you can't read - go to jail.***



The following are some additional school-related areas that deserve support:

- a) Schools and other community institutions need assistance in building the capacity to work with youth that are out of the educational mainstream. The MGPTF should continue to support the efforts of the Mayor of San José to reconnect youth who are presently disconnected from our community.
 - b) Schools need assistance to focus on reading as a measure of school success. Research indicates that if youth are reading at grade level by 3rd grade, they are much less likely to end up with antisocial mind-set and life-styles that place them at risk of incarceration. The MGPTF should support the major efforts being mounted by all San José school districts to improve the reading abilities of elementary, middle, and high school students.
 - c) The MGPTF should continue to support the efforts of the Superior Court's Special Committee on Education of Youth of the Juvenile Court. This Special Committee will continue its work to ensure enrollment and/or specialized education services to high-risk youth that are wards and dependents of the court.
 - d) The MGPTF and BEST Service Providers should once again deliver a special presentation for School Boards on how they can focus additional resources to assist schools to better serve high-risk youth.
 - e) The MGPTF should continue to support the Greater San José Alternative Education Collaborative that it helped develop under the leadership of United Way of Silicon Valley.
 - f) The MGPTF should continue to collaborate with San Jose school districts in developing Community Day Schools and other alternatives for high-risk youth including transition schools for youth to get ready to go back into the comprehensive high schools.
 - g) The MGPTF should continue to support the work of the Santa Clara County Truancy Abatement Collaborative
 - h) The MGPTF should continue to support the expanded truancy work of the Status Offender Services Collaborative.
 - i) The MGPTF should continue to support the San José Smart Start Centers.
 - j) The MGPTF should continue to support San José After School Programs.
4. The MGPTF and BEST Service Providers should continue to be active collaborating partners in the Santa Clara County Juvenile Detention Reform (JDR) effort. JDR works to incarcerate youth who constitute a real danger to our communities, not the youth who have angered an adult. If we do not detain and incarcerate all the youth who break the law, then we need to make sure that they are in school and are involved in BEST-type intervention services. Finding the funds to provide services in the community for these youth will be a major challenge for our community in this time of budget cuts. A major source of funds for intervention services could be recapturing school funds for youth who are not succeeding or not going to our schools.

5. The BEST Program and MGPTF should develop a youth leadership component of the BEST program, allowing youth to give input on services delivered at their school sites. This youth leadership development should include youth as members of the BEST Evaluation Team. School sites where BEST services are delivered should establish a BEST leadership group that oversees services and issues related to school safety and BEST services. The MGPTF should consider requesting youth input from each of the youth leadership groups. The youth leadership groups at each school site can serve as a link between BEST Service Providers and San Jose Parks, Recreation, and Neighborhood Development Emergency Response School Safety teams.
6. The MGPTF should continue to review their operational policies and procedures to ensure that the MGPTF continues as a forum to take action by mobilizing the community to reduce juvenile crime and violence. The MGPTF should continue to review membership requirements, problem-solving strategies across the continuum of services, agreements to end institutional silence about problems, and collaboration strategies. In order to be effective, all service providers should feel free to raise issues without MGPTF partners taking the problem statement personally or as an attack on their efforts. For example, as a community we need to be able to talk about school drop out rates as supportive partners of our schools. Whatever the challenge or issue, the MGPTF and its partners should collectively own the problem and the solution. By working together we can try alternatives that might allow us to assist youth to set new dreams for their future. Partners do not always have to agree, but we do need frank discussions of problems.
7. The MGPTF's Policy Team and Technical Team should develop a method to involve youth and parents in the work of the task force. This might mean that once a quarter the Technical Team holds a meeting in the evening with each member bringing a youth and parent to add their valuable insights into the discussions and actions of the task force.

MGPTF Specific Recommendations

8. Continue the development of a "user-friendly" information and referral system aimed at connecting youth and their families to the appropriate resources in a timely and results-oriented manner. The current web site could be improved to make it a more user friendly service.
9. Facilitate the BEST, County of Santa Clara JJCPA, and City of San José PRNS Intervention Services to track some similar variables for reporting of effort and effect of services.
10. Continue the current method and definitions of tracking the gang-related incidents of violence reported at the Technical Team meetings, and the Technical Team's implemented action steps to resolve the incidents. The Strategic Work Plan calls for Technical Team members to interview and to visit all victims of violence in hospitals, homes, or schools to meet their needs, to reduce retaliatory incidents, and to prevent future incidence of violence.
11. Review and update performance goals for the last year of the MGPTF Strategic Work Plan.

12. MGPTF Policy and Technical Teams should address the rapid increase in high school drop outs. School boards should be addressed along with all the local initiatives and collaboratives who are addressing the needs of our disconnected youth.

MGPTF and BEST Evaluation Design and Implementation of Recommendations

The success of the Cycle XV BEST & MGPTF Evaluation System suggests that all BEST Service Providers should continue to improve this system. The Evaluators are recommending the following to ensure the successful implementation of the BEST Performance Logic Model:

1. All BEST Providers have begun to measure intermediate results of their programs. Three fourths of the grantees began to track their intermediate results. Next year all of the grantees should build this capacity to measure intermediate results.
2. Many of the BEST grantees need to increase the sample size of youth and parents surveyed. Parent surveys should be collected in the fall and spring.
3. The MGPTF Technical Team should continue to use and expand their monthly action workbook to assist in telling the story of their problem solving and actions.
4. BEST Service Providers who are doing truancy services should continue to meet with the Police Department's TABS Center to review approach and strategies to lower the cost and increase effectiveness. The new collaboration with the DA's Offices Saturday School for truants shows promise.

Saving one youth from a life of crime saves society \$1.7 million dollars!

A 1999 study from the National Center of Juvenile Justice reveals that the cost to society for each youth that drops out of school to become involved in a life of crime and drug abuse is \$1.7 million.¹

Furthermore, a 2002 study from the Center on Juvenile and Criminal Justice (CJCI) stated that the recidivism rate of California Youth Authority (CYA) parolees is 91%, indicating that communities must rely on local solutions to rehabilitate and change the behaviors of troubled youth,² before they penetrate so far into the justice system.

¹ Snyder, Howard. *Juvenile Offenders and Victims: 1999 National Report.*

² Byrnes, Michele. *Aftercare as Afterthought: Reentry and the California Youth Authority, August 2002.*